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Claus Spreckels Fund.

Conservation of Men

By

RALPH C. RICHARDS

University of
California



Lux ex Tenebris.



Claus Spreckels Fund.

Spreckels

Conservation of Men

ADDRESS

To The Operating Men Of The Chicago & North
Western Railway On The Prevention
Of Accidents

BY

RALPH C. RICHARDS

UNIV. OF
CALIFORNIA

1910

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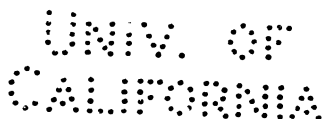
TO THE
LIBRARY OF THE
CONGRESS

**Remember, It Is Better to Cause a
Delay Than to Cause an Accident**

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Delay Than to Cause an Accident
Remember, It Is Better to Cause a

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CONSERVATION OF MEN

We who are here today are a small part of the great army of men working for the North Western Railroad. We forty-thousand men working for the North Western are a small part of the great army of men who are working on all the railroads of the United States. The North Western Railroad like almost all great enterprises, started in a small way, with a handful of men and about one hundred and ninety miles of track. That was fifty-one years ago. Today we have forty or fifty-thousand men, eight thousand miles of track, fifteen hundred engines and I will not attempt to say how many thousand cars. The business of the company has increased every year with a few exceptions during this fifty years, the force of men employed has increased nearly every year, but the thing that has increased out of all proportion to the business and to the number of men employed, are the accidents and the personal injuries. This is not only true of our road which we claim to be the best road, where we claim to have the best men, but it is true of all the other railroads in the country.

Now, it is because of this enormous increase in the loss of life occasioned by these railroad accidents, because of the enormous increase in personal injuries which do not result in death, because every fifty minutes there is some man killed on the railroads in the United States, and thirty per cent of

them are you men, and while I am talking here to-day there may be a man killed on our road; because every five minutes there is some one injured on the railroads in the United States, and eighty per cent of them are you people; because every fifty minutes some one is injured on the North Western Railroad and eighty per cent of them are you people; because every twenty-four hours in every day of the three hundred and sixty-five days of the past year, except twelve, some one was killed on the North Western Railroad; because during the last twelve months the number of fatalities to employes, not passengers, not outsiders, but employes, increased thirty-five per cent; because the number of personal injuries which did not result fatally increased twenty-eight per cent last year over the year before; because we people on the North Western Railroad, during the last ten or fifteen years have been going around patting ourselves on the back and saying we were the whole show and that we could transact our business better and safer than anybody else, whereas we were going down to the foot of the column. Because of all these things the management of the company have asked me to come here and tell you about it, to tell you this story which is being acted every day.

Think of it! Every third day some employe is killed on the North Western Railroad, and every fifty minutes one of you men are injured, not passengers, not outsiders, but you employes. Now isn't it high time that you men who are paying this awful toll, remember it isn't the company, it isn't the officers, it isn't the passengers or the people who

are crossing our tracks that are paying this toll, it is you people, you employes of the road. It is not a question of dollars and cents, it is just a question of saving human life, the most valuable thing in the world, and when once it is gone can never be brought back. It is trying to save men from losing their legs or their arms that can never be put back, trying to save making widows and orphans, trying to save destitution and misery. The officers can't do this, the laws can not do it, there is no one to do it but just you, and if you will, you can do it by turning over your hand.

To me these awful figures of death and calamity put together are appalling. Even I, who have been in this business all my life, didn't realize how bad it was, and all of these bad things come to me you know, and have been coming to me for the last quarter of a century.

The figures are made up by the Interstate Commerce Commission down in Washington from reports given them by every railroad in the country. We are required by law to report all personal injuries, and all accidents, and you can depend upon it that no personal injuries or accidents are reported to the Interstate Commerce Commission that do not occur. None of us care to make our record worse than it is, and God knows it is bad enough.

Now in regard to these figures. I wish I could carry them in my head because I hate to read anything, but these figures are so appalling that I want to be accurate, and so I am going to read them to you. During the ten years that the railroads have been making these reports to the Interstate

Commerce Commission, there were eight hundred and sixty-eight thousand and three people, not eight thousand, not eighty-six thousand, but eight hundred and sixty-eight thousand and three people killed and injured in the United States during this time when we have the sign of "safety" over our door. Of this number, during the ten year period, there were ninety-four thousand, three hundred and ninety killed; more men than were killed on our side in all of the battles of that terrible war thirty-five or forty years ago between the north and the south, more than were killed in the war when we went out to kill each other. During ten years, in the pursuit of a peaceful industry we have killed more people than were killed in a five-years' war, and thirty-two thousand nine hundred and thirty-six of them, not hundreds, but thousands, were you people, were railroad employees like you and I.

There were seven hundred and seventy-seven thousand, six hundred and thirteen people injured in the ten years and six hundred and eight thousand three hundred and twenty-five were railroad men; they were not passengers, they were not people trespassing on the tracks, they were not people crossing the tracks, but just you people. During this period the North Western Railroad which we claim is the best road and has the best men, has done its share of the havoc. In ten years we killed twenty-six hundred and fifty-five people, equal to three regiments of soldiers, and seven hundred and thirty-five of them were you people, were your brothers, your sons and your fathers, your next-door neighbors. In ten years we North West-

ern people have managed to have seven hundred and thirty-five funerals of employes; seven hundred and thirty-five times we have had to call on the priest or the minister, and seven hundred and thirty-five times in ten years some of us have had to go to these awful funerals. Every one here has had to go to these houses darkened by mourning, we send flowers or messages of sympathy, we try to say something, but we don't know what to say to these widows and mothers and fathers who have lost husbands and sons. Seven hundred and thirty-five times in ten years we men on the North Western Railroad have had this to do.

During the same ten years we managed to injure fifty-two thousand, not fifty-two hundred but fifty-two thousand, three hundred and five employes,—your friends, your families, your relatives, and some of them have died. We do not report a case as a fatality unless a man dies within twenty-four hours after the accident occurs, and we do not count an injury unless a man is disabled for at least a day. The injuries reported to the Interstate Commerce Commission are confined to those in which the disability is over three days. The average length of disability to men on the North Western is about two weeks. Suppose it is only ten days then we have five hundred and twenty-three thousand men disabled one day in ten years. What do you think would happen to the State of Michigan if on any one day every man, and that would cover every man in the State, should be disabled? How long do you suppose it would take to get over such a calamity, to get

things in shape again? Why! It would take months and perhaps years to recover from it. Do you know that every time we have one of these accidents it results in an increased risk to the rest of you because some new man who may be incompetent, or careless, he will certainly be inexperienced, has to take the place of the man who has been injured, or the place of the man who has been killed? We know what the result will be, and we also know that not only does the risk increase to the other men left in the service but that the efficiency of the organization decreases. For example: Take from the service for ten days the Foreman at the round house, the Train Master, the Superintendent, the Section Foreman, the Road Master, the Brakeman or Conductor or the Engineer and Fireman on some special job or some special train, and put a green man in their place, we all know that unless we happen to get some extraordinarily experienced, competent man, that it will increase the risk to the men left on the trains, to everybody in the shops or the round houses or on the tracks, and at the same time we are decreasing the efficiency of the organization, which goes down accordingly.

The last report made by the Interstate Commerce Commission was for the year ending June 30, 1908. The record of calamities on the railroads of the United States for that year was very much worse than for an average time during the ten years the records of which I have given.

Now, I haven't come here for the purpose of finding fault, I haven't come here for the purpose of criticising anyone, because in all probability I

might not have done as well in your places as you men have done. I have just come here to tell you the story, and then it is up to you to say whether it cannot be changed. If you want to change conditions, you can do so tomorrow; if you don't want to change, it never will be done, because you people and no one else can do it.

I read in the paper the other day that they are to have a great meeting up in St. Paul to discuss the conservation of forests, the conservation of water power, the conservation of untilled land, and that the greatest citizen in the world, we all know who he is, is going to be there to address them. Now, we ought to have meetings and conventions on conservation of men as well as things. Men, who are of so much more importance than things. There is no comparison between a man and an engine. If an engine is smashed or demolished we can buy a new one. If a man is smashed or killed we cannot bring him back to life. Should we not then, have some thought, some plan for the conservation of men? Take for example a railroad. It may be a bum railroad with poor tracks, poor cars and poor engines, but if it has good men we all know it can get good results. We can get good results and we can handle the traffic, and gradually the good men will build up the bum railroad and make it a good one, but take the best railroad in the world with the best cars, the best engines and the best tracks, if it has a poor lot of men to run it, in twelve months it will have gone to pieces. I say, therefore, that it is men, not things that are important on a railroad, just as they are of the most importance everywhere.

During the last year in which the Interstate Commerce Commission made their report, there were killed, not injured, but killed on the railroads of this country, ten thousand, three hundred and thirteen men, women and children; that is one for every fifty minutes of every twenty-four hours of every day in the three hundred and sixty-five days of those twelve months, and of that number thirty-four hundred and seventy, not three hundred and seventy, but thirty-four hundred and seventy or ten a day, were you men: They were your brothers, your fathers, your sons and your next-door neighbors who were killed.

In the same year there were a hundred and five thousand two hundred and thirty-four people injured, or one for every five minutes of every hour of every twenty-four hours of every day of the three hundred and sixty-five days of the year. Of that number eighty-three thousand three hundred and sixty-seven were you people, you railroad men. Think of it, eighty per cent of all the people injured, were employes, not passengers, not outsiders, but just we railroad employes. What do you think of that for a record in a business which advertises itself to be safe?

During the last twelve months, not the twelve months of the report but for the year ending June 30, 1910, we killed and injured on the North Western Railroad alone, ten thousand five hundred and sixteen people. Now, just think of it,—on this railroad which advertises itself to be safe, which advertises itself to be the best, where the officers and all of you people have been patting yourselves on

the back,—think of our killing and injuring ten thousand five hundred and sixteen men, women and children in twelve months. Of that number one hundred and seven of the killed were employes. They were your brothers, your neighbors, perhaps dear friends or maybe a brother of the girl you are going to marry, and maybe some boy who is the sole support of a widowed mother, or some man who is the sole support of a woman and six or seven children, and the larger part of these accidents were brought about by the thoughtlessness or carelessness of some man who was not killed. We all know that in most of our bad accidents the man who gets killed or badly injured is the man who is not to blame. Of course, too often the accident is brought about by the injured man's own carelessness or thoughtlessness, too often it is brought about by the carelessness of the management, the officers of Divisions, and they are just as much to blame for these conditions as you are. We are all to blame and we have all got to turn in and change it.

During the past year there were thirty-five per cent more of you killed than there were the year before. The year before there were seventy-eight funerals on the North Western Railroad of employes, and last year we had a hundred and seven of those dreadful funerals; some of them were up here. Of the ten thousand one hundred and sixty-three people injured, eighty-six hundred and twenty-nine, not eight hundred and twenty-nine but eight thousand six hundred and twenty-nine, were you people, were you men working on the trains,

you men working in the round houses, in the shops, on the tracks, at the stations and on the bridges,— eighty-six hundred and twenty-nine of them were you people. Fortunately many of these men were not injured so that they were disabled for a long period of time, but very unfortunately, some of them were disabled for life. Many of them were disabled for a day only, and the average disability was about fifteen days. Even with a disability of ten days it means that eighty-six thousand and twenty-nine people are off the North Western Railroad for one day.

Now, is it not time we should do something to change all this? Is it not time that you men who are running this railroad,—it isn't the officers but you people who are absolutely operating the railroad, you and no one else can change things for the better,—isn't it time to begin? It is not a question of passengers, it is not a question of outsiders, it is just a question between we people who have grown up together on the North Western Railroad. Many of us have been here all our lives, I have, ever since I was old enough to work. I have been working for this company ever since I was fifteen years old, just as many of the rest of you have done. We laboring people are partly to blame for these accidents. We see these young fellows come into the work and do things every day that we know will sooner or later result in some accident, but because they don't happen to be in our department or on our train, and because we don't want to interfere with some one else's business, when it really is our business to do so, we don't

say anything, and we let them go on doing those careless, reckless things until some one is injured or killed, perhaps one of us who has seen these things and did not interfere. We men who are working for this railroad and who have been working for it nearly all our lives are partially to blame for this; we, with the assistance of the younger men can change this if we want it changed. We can tell these younger men what it means when they don't do things right, and we should always remember that we owe a duty to others as well as ourselves in this matter, to do all in our power to protect them from death and injury. In the language of the greatest man who ever came to earth, "Do unto others as we would that they should do unto us." This is a golden rule which has never been improved upon and probably never will be improved upon, and if we would only keep it in mind when we are running a train, if we all worked together in running the train how much quicker and better we would get over the road, than we do when the man on the head end gets a grouch, or the hind end man gets mad, and the engineer starts without a signal, or goes ahead when he should back up and the rear end throws the switch wrong or throws them back hard on the cars. How much more often we would get to town or to our destination on time if we worked together, kindly and carefully instead of bucking each other. It is just the same way with knocking the company; we are all working for one enterprise, and sometimes that enterprise gets into trouble. We were in trouble last winter, serious trouble. How many times did you go down town

here, on the street corners, in the hotels and in the boarding houses and cigar stores, and hear the men talking about that "nutty superintendent" and the "fake train dispatcher," and "the old teapot of an engine I have to handle." Frequently the engine was poor, but it didn't do you any good, it didn't make you feel any better to knock the company you are working for, and it doesn't make you feel any better to have someone else knock you or the company. Now, why not boost the company, and why not boost the men who are working with you for the company, and not advertise to your friends and neighbors that you are working for a bum concern. That is the way we ought to do business, not only for the company, but for ourselves, and that is the way we have got to do it.

If we are to change this list of calamities, we must co-operate. Every man must make himself a committee of safety to prevent some one accident. If all the men who are here today listening to me, (and I appreciate very much the compliment of so many of you being here,) if every one of you men would prevent one accident on the Peninsula Division, we wouldn't have an accident for four months. Think how gratifying it would be to be able to say that you had worked on a division, and a busy one as this one is, for four months without an accident. Wouldn't your wives feel happier and safer, wouldn't we all feel safer and wouldn't we get better men in the service? You have no idea how many times widows have told me that they tried to persuade their husbands, who had been killed on the road, to leave the service because it was

so dangerous. You have no idea how many times old, gray haired women have come to me with tears in their eyes, to tell me how they tried to have their boys, who are now in their graves, quit the service. Those are some of the things I have to contend with. All you men have to do is to make a report of the accident, but if you could hear these widows and orphans, fathers and mothers! Sometimes the mother comes with four or five children, perhaps one of them born since the father's death. If you could see and hear the things I do, you would do something and do it at once, to prevent these accidents from occurring. Moreover, I think you would feel just as I do about it: that it isn't a question of money, or of property, but one of so much more importance that we can't talk about it in the same year—it is a question of saving human life. You people who are here listening to me today can put a stop to these accidents on the Peninsula Division if you want to, if you make up your minds to do it, you can wipe it out, put an end to it all. These accidents may be compared to cancers. You all know how they start with a little growth and how they grow until we go to a surgeon and he takes off a fat slice and gets a fat fee for doing it. Pretty soon the cancer grows again or shows up in another place. Now, the thing we should have done, we should have gone to the right kind of a surgeon who would have taken this cancer out by the roots, who would have gone to the very bottom and put an end to it without delay. That is what we must do with this accident question; we can't take off a little slice here and a little

slice there and have it amount to anything. We must take it out by the roots, pull it out bag and baggage, put a stop to it, and you men who are here today can do it if you try.

Of course all of these disasters, these accidents, injure the company, would injure any company that is carrying passengers and freight, and that is the purpose for which we are organized, but the loss, the pecuniary loss, all comes out of the public, we will have to charge the people just so much more. But money doesn't bring back a man's life; doesn't bring back his leg or his arm, which I have been told, sometimes continues to pain weeks after it has been taken away and buried. Is that imagination? I don't know, I never lost a leg or an arm, thank God.

We see in the papers and in the magazines a great deal of talk about railroad accidents, and from it one might think that every man killed on a railroad was killed in some train accident, some collision or some derailment. Now, we men working on the railroads all know that isn't so, but that it is the little accidents which happen every day, which may be happening over at the round house this very minute, or may be happening at Ishpeming, Green Bay, Chicago or somewhere else, that makes up this awful list, and I want to illustrate this by showing how it was on all the railroads in the country.

In the last report of the Interstate Commerce Commission, out of the thirty-four hundred and seventy employees killed during that year, there were five hundred and fifty-four, or less than one-sixth

of the number killed in collisions or derailments, and twenty-eight hundred and fifty-one of that thirty-four hundred and seventy were killed in the little accidents which happen every day: little accidents which could have been avoided, could have been prevented in less time than it would take you to make a report of the accident. You will remember that there was a total of eighty-three thousand three hundred and sixty-seven injured that year. Fifty-five hundred and fifty-one were injured in train accidents, that is collisions or derailments, bad enough, but there were injured in these little accidents which happen every day because a shaker bar slips (and in ten months we have had eighty-two accidents from that cause). It seems to me that among all the designers, builders and repairers of locomotive engines, there ought to be somebody with ingenuity enough to get up some apparatus for shaking grates which would not result in injuring eight or ten men per month on one road, and if proper investigation and consideration was given this matter, I believe such apparatus could easily be devised. Surely it ought to be a simple thing to get up some arrangement by which a shaker bar would not constantly be coming off the rod and causing these injuries. Because there was an obstruction on the track or alongside of the track, because some guard-rail or frog is not blocked, because someone has left a nail sticking up to be fallen over, and do you know that we average ten of these nail accidents every month? Every month we have ten men hurt by stepping on nails. The section foreman comes along, takes up a plank, and nine hundred and ninety-nine times out of a

thousand he leaves the plank lying alongside the track with the nails sticking up; we have all seen it, one might almost think the rules required that they should be left that way. And every time you car men, or train men, or freight-house men knock a cleat off a car you throw it on the ground with the nails sticking up, and you know that you may forget all about it and come along there tomorrow night and step on it yourself. Now, just think of it! For twelve months we have averaged ten injuries of that kind every month. I remember one month when we had seventeen of them. I have given this as an illustration to show that it is the little things, the things that could be prevented in less time than it takes to report them.

Before I lost the thread of my story, I started to say that out of the eighty-three thousand three hundred and sixty-seven railroad men, not passengers, not outsiders, but just common everyday railroad employes like you and I, seventy-seven thousand eight hundred and sixteen, not seventy-seven hundred or seven hundred, but seventy-seven thousand, were injured in these little accidents in one year, in these little things which could have been prevented in seventy-five per cent of the cases, in less time than it takes you men to make out Form 148. Just think of it! Generally it is because some one is thoughtless rather than careless. Rarely, if ever, is the cause intentional, but just because we don't think what will happen if we don't do things according to the rules, if we don't do things in the right way, if we don't do things according to the rule in our book, which is almost as important as

the Golden Rule, and, strange to say, it is the last rule in the book,—“Remember that it is better to cause a delay than to cause an accident.”* It is better to cause a delay than an accident. That is what the company says and that is what they want, and it is paying us for our time and yet they say that it is better every time to cause a delay than an accident. We ought to have this rule pasted in our hats; we ought to comply with it, and if we did we would cut out, not fifty per cent, but seventy-five per cent of these accidents the first month.

Now, I suppose as long as people are human, as long as this country is a nation of chance-takers, as everyone knows we are, we will take a chance on everything from a dog fight up to some one else's wife. I see there are some fellows here who have done this, of course, I never have, but we really are a nation of chance-takers in this country. You all know how it is; you are running a freight train, and you want to get home to meet your girl or your wife, you are going to some park or show or dance, and you are anxious to get there a little bit ahead of time and in order to do it you are going to sneak in on some passenger train's time when Rule No. 86 says you must clear it ten minutes. You may do this twelve times and nothing happens, then, the thirteenth time, that unlucky number—you know what happened to John Allen out at Flagg a little while ago—and that same thing might happen to any of you. And then you know

*Copies of all rules referred to will be found in the Appendix.

who gets canned, and it isn't the train dispatcher who has known of your doing it the other times and said nothing. I will illustrate this chance theory by telling you about something I read in a paper the other day, taken from an article read by an Attorney-General from Missouri, where they have to show people, showing the number of murders committed in this country in proportion to those committed in the old country. In Germany, where they enforce the law (we don't do it here any more than we enforce rules on the railroad), they have four murders annually for every million people. In the United States where they don't enforce the laws, they have one hundred and twenty-nine murders for every million people. In Germany where they enforce the rules for operating railroads, they have less than one-half the fatalities to employes that we have in the United States in proportion to the number of men employed. They have one-half the fatalities we do because they obey the rules, and because they remember that it is better to cause a delay than it is to cause an accident.

How much better it would sound, if we could have reported during the last year to the Interstate Commerce Commission that there were seventeen hundred employes killed on the railroads of the United States, instead of thirty-four hundred. Woudn't it be safer today for all the rest of us on the North Western Railroad, if we could have said that there were fifty employes killed instead of one hundred and seven? Wouldn't it look better? Is there any reason in the world why we can't run our railroad as safely as they run their roads in Ger-

many? We claim to employ better educated men, men of higher intelligence, and we pay better wages. Why can't we do our work just as well and just as safely as they do theirs, and if we did it as well and safely, we would reduce our fatalities at least two-thirds.

Wouldn't it sound better if we could say, that instead of eighty-six hundred and twenty-nine men injured we had four thousand? Wouldn't it decrease the risk to everyone left in the service to have four thousand injuries instead of eight-six hundred? Why can't we do that? Are they smarter, any better over there in Germany than we are? And I want to tell you that during the last ten or fifteen years when the railroads have been devoting all their energies to getting good things instead of good men, of course I don't say that we haven't good men, but that more time has been devoted to getting good things for the roads. I want to say that our system of hiring men is obsolete. We haven't any system, and we must have one. We have been devoting all this time to getting fine engines, fine tracks, better cars, better apparatus, and better safety things, but very little time or attention has been paid to getting safety men, and if we had devoted as much time and thought to getting safety men as we have to getting safety things and educating the men after we got them, our accident record would be different. And why don't we have an Instructor of Rules and Regulations the same as we have an instructor of air brakes. Such a man could do an immense amount of good in the way of educating the men and preventing accidents.

Even with all of these improved safety cars, safety appliances, safety air-brakes and safety engines, the average percentage of men killed and injured among employes, has increased instead of decreased on all of the railroads of this country. The North Western is not alone in this, the other roads are just as bad, and some of them a whole lot worse.

I am giving you these figures from the reports of the Interstate Commerce Commission, I don't get them up: In the United States in 1899, there was one railroad employe out of every four hundred and twenty men, women and children employed, killed.

In 1907 there was one railroad employe out of every three hundred and sixty-nine killed.

In 1899, one out of every twenty-seven employed was injured.

In 1907, one out of every nineteen employed was injured. Of course that takes in all of you men in the train service, engineers, firemen, conductors, brakemen and switchmen, track men, station men, etc., but you train men and switchmen bear the brunt of this.

In 1899, there was one of you for every one hundred and fifty-five killed.

In 1907 there was one of you for every one hundred and twenty-five killed, not passengers, not outsiders, but for every one hundred and twenty-five train men in the year of 1907, there was one killed.

In 1899, there was one of every eleven of you injured, and in 1907 conditions had become so bad

that one of every eight of you was injured. That means an increase of fifty per cent. And it must necessarily mean, either that you men are more careless; that we do not have as good men, or else we do not have as good supervision as in former years. I don't pretend to say which it is. You are paying three and four dollars a seat to listen to me and you can take your choice, but it is either you men or the superintendents that are responsible for this increasing risk every year and every day of every year. It looks to me as though it was six of one and half a dozen of the other. But I don't care who you decide is to blame so long as you do something right now to stop this slaughter. Now, don't you think it would be safer to the rest of you if instead of one in eight, there should be one in twenty-eight, and why can't you make it so? You can if you want to! It is up to you. It is just a question of remembering that it is better to cause a delay than to cause an accident. It is just a question of being thoughtful of the rights of your neighbors, of being regardful of the fact that you owe a duty to others as well as yourself, to prevent death or injury, and you can do it if you want to. If you don't care, nobody else is going to care much, and if you can't do it, nobody in God's world can.

Now, I want to tell you how these men injured on our railroad during the past year, are divided into classes of service. Of the train men, that is, brakemen, conductors, engineers and firemen, there were forty killed in twelve months, and thirty-four

hundred and sixty-eight injured in twelve months ; that is ten men injured every day in that service.

There were seventeen switchmen killed and five hundred and forty-seven injured during the year. Can't you see that switchmen kicking the draw-bar over when the engine is about two feet from the car, because he doesn't remember that it is better to cause a delay than to cause an accident, and can't you see that foot as it comes out from between the draw-bars? There is nothing left of it but mush. That is just one of the thoughtless things that causes five hundred and forty-seven injuries and seventeen deaths in twelve months to switchmen. And can't you see that switchman standing in the middle of the track with an engine coming toward him at the rate of six or eight or ten miles per hour, sometimes in the storm, rain and sleet, and just as the engine gets to him, he tries to get on the foot-board, and if he slips, as he is apt to do, it means certain death or loss of limbs?

In this same twelve months there were seven station men killed and seven hundred and seventy-nine of them injured. There were twenty-eight track men killed and eighteen hundred and one of them injured. I want you to think of those twenty-eight track men who were killed. Nearly all of them were more fortunate than some of the rest of us in having a flock of children. They were all men of small earning capacity, and what is to become of the mother and the children, what does that mother have to do, because some one in mere carelessness has taken away the support of the family?

And as I stand here talking to you one of these fatal cases comes to me. I can see it now just as it happened. A couple of trackmen coming home on the hand car, a fast freight comes up behind them, then the men try to stop the car and get it off the track before the engine reaches it. The engineer sees them pulling and tugging at the hand car, thinks they will get it off, does not slacken his speed until he is almost onto the car, and then it is too late. The car is struck, it hits one of the men, and there is another railroad funeral and another railroad widow and three or four orphans, all because the engineer didn't think and exercise a little judgment and think how much less time it would have taken to have slacked up that train than it did to make a report of the accident, and how much suffering, destitution and misery it would have saved.

There were three bridge men killed and two hundred and fifty-six of them injured. There were two car inspectors killed, and two hundred and thirty-three of them injured. We have all seen that car inspector or car repairer get killed; we all know exactly how it happens. Ninety-nine per cent of the fatal cases are caused by the men going under a car to do a little work which they think will take only three or four minutes, so they don't put up a flag as required by Rule 26. Some of you fellows come along, there is no flag out, you don't know anybody is there, and you kick some cars in. The last time this happened was at Green Bay. The man went under a string, the last car in the string, and forty or fifty cars from the switch. He didn't

put up a flag, somebody kicked some cars in there and he was caught and crushed to death between the end of that last car and a pile of sand which is put up there for a bumping post. And he didn't remember that it would be better to cause a delay of a minute in that work while he went down to the end of the string to put up a flag, than it would be to cause an accident, and now there is a widow and eight children down there. Think of it! Do you know that it would have taken him less time to put up that flag than it took the foreman to report the accident, that it would have taken less time to prevent that funeral than it took to telegraph that a man had been killed? And yet, every day we go on doing these things which cause these accidents and make up the terrible list of ten thousand five hundred and sixteen people killed and injured in twelve months. These are the cases due to thoughtlessness, these are the cases due to carelessness, these are the cases which any of you can prevent if you want to.

Of the shop men and the round house men, four were killed and twelve hundred and ninety-two were injured. Now, think of it! When I started out over the North Western six or eight weeks ago, I went into some of these round houses, they were disgraceful, their condition was appalling and excusable. The round houses, especially in the night time and in the winter when they are full of gas and smoke, are perhaps as dangerous places as there are on the railroad, and yet I could hardly go into a round house on the system and find lights burning. If there were lights, the globes were so dirty and

black no light could show through, and there were electric lights that had burned out and hadn't been burning for months. There were jacks, wheel-barrows and everything else put just where you men had to walk. These are the things that caused so many injuries in the round houses. I notice now when I go around that they look a little cleaner. The place down here at Escanaba is so different from what it was six weeks ago, you would hardly know it to be the same, and it is getting to be so everywhere. We are going to have fewer accidents because we are commencing to remember that it is better to cause a delay than to cause an accident. You have boxes down there now to put tools in, you never had them before. They are getting them all over the railroad, and everywhere on the system they are commencing to cover these dangerous machines and dangerous cog wheels and belts. Things look better, too, and it is the example on the part of the men in charge that is going to bring about results. We are all apt to imitate the man we work for; we are all inclined to think that if we do the work as well as he does, if we show as much interest as he does, we are doing pretty well. Just as soon as he shows an interest in our welfare, in preventing us from getting hurt, we are going to show an interest in preventing others from getting hurt, and that is what is going to happen on this railroad. There ought to be a committee of safety in every shop, in every round house, and on every operating division of the railroad. We are getting them on some of the divisions; committees of employes, not officers, but employes who are getting hurt. They

should tell us of things that are wrong, tell us of the things they see every day that are wrong but generally say nothing about. They have such a committee on the Minnesota Division. They have one in the shops at Winona. They have one down at Fond du Lac, they have them on all the divisions out in Iowa, and we are going to have them everywhere. We want to try to interest you men in this matter, to get you to tell us about the men who haven't been on to their jobs, as many of them have not, any more than you have. Such committees, composed of the right kind of men, can do a world of good to themselves as well as to the other men. Just as soon as we feel that it is a duty we owe to ourselves and to our fellow employes to keep the bad men out of the service and to get good men in, just so much sooner we will have one-half or one-third of the accidents that we have today. We must enforce the rules. Every city, every municipality, every state, every Government has its set of laws in order that business may be conducted in an orderly way, and so it must be with a railroad.

Now, we are taking a chance in this country on murder at the rate of thirty to one compared to Germany, not because we are more bloodthirsty, but because we take more chances. We get mad and kill somebody, then get a shrewd lawyer to get us off. What do we railroad men do when we have an accident through our own carelessness, when we forget to flag and cause an accident, and some one who is not to blame gets killed? The man who took the chance, who didn't put out the flag says, "the committee will get me back," just in the same way

you take your chance when you break the law and get some shrewd, clever lawyer to try to get you off. At the very time the committee are getting this man back, and he ought not to be put back, another man may be killed, and it may be some man on the committee, by the carelessness of the very man that has been put back in the service. And yet we let our sympathy run away with us, and increase the risk to every one, by putting a man back into the service when we know that he is absolutely unfit and unsafe for it.

Now, when we have an accident, and I suppose we will have some, although we should have fifty per cent less than we do now, the first thing to do, if an employe or passenger is injured is to take care of him. The North Western Company is, and always has been, in all the years I have been in the service, ready and willing to pay any reasonable expense in taking care of any man injured while on duty. If an employe is killed we must take care of his body, and the Company is willing to pay any reasonable expense for his funeral. The body should be taken care of gently and carefully, just as you would want your father's body cared for, and taken to the nearest open station, in the same county and state if possible, where it can be cared for properly. Don't wait for the coroner or the sheriff. Some of us are superstitious about moving a person who has been killed in an accident until authorized by the coroner, but that is a superstition. The body should be taken care of, and if there is any trouble about it we will back you up in it.

If the injured man is able to go to a doctor, send him, if he is not able to go, send for the doctor, and when you send for the doctor tell him what is wanted; tell him if an ambulance is needed to take the man to the hospital. We had a case the other day out at Clinton, Iowa, a town twice as large as this, where a fireman was killed and fifteen or sixteen people were injured. They telephoned the doctor to come to the crossing, they thought a man was dead there, and that is all they told him. He went down there without any appliances, or any way of taking care of the people who were injured. Now, just think of that.

We had another case in Chicago, less than a month ago. A switchman was injured about ten o'clock in the evening, and his wife, a stranger in the city, was notified by telephone at half-past four the next morning. They didn't have the decency, the kindness, to go and tell that woman, or to get some neighbor to tell her, and she was left to wander about in a strange city, in the dark, to find the hospital. When she finally got there, her husband was too far gone to speak to her. Those are the things which are happening, those are the things you are bringing on yourselves, just because you don't think. A thing like that is inexcusable, and it brings just criticism upon us. People say that an organization like this, which is bound to have some accidents, should have proper facilities and arrangements for taking care of injured people. and you all know or ought to know that we have got them. Therefore look after the women and children

of the men who are killed or badly injured. All you men have to do is to press the button and tell what is wanted and the thing will be done. Think of how you would feel, how I would feel, if we had been injured and taken to the hospital away from our family, and the hospital is the only place to take these injured, think how we would feel if our wives, the women we love most in the world, had been notified five hours after the injury and left to come to us alone. When this woman reached her husband he was too far gone to speak; too far gone to tell her the things he wanted her to know, or to leave a message for the children. He had waited for her five hours and a half, and she should have been there in an hour.

And when an employe is seriously injured, it will do a lot of good if some of the officers of the division will have the thoughtfulness to go and see him and sympathize with him in his trouble. I remember a case which I saw the other day in which a switchman who had been employed by the company for fifteen years met with an accident in which he lost both his legs and no officer of the division, not even the agent, although his office is only a ten-minute walk from the hospital, had been to see the man. How much better feeling it would make among the men if some attention was paid to them by the men they are employed under when they receive these terrible injuries, and how much better the officers or agents would feel themselves, if they had taken the trouble to show some interest in the man who was hurt.

Now, after the injured man has been taken care of, we want a report of the accident, and we want that report to tell the truth about it. We want it to tell the whole truth, not a part, but the whole truth. If the Company is to blame we want to know it; if the injured man is to blame, we want to know it. If the accident is brought about by reason of some defective car or engine we want to know it. If it is brought about by some obstruction or draw-bar lying down in the yard—sometimes they do lie there for weeks at a time—we want to know it; and as soon as the injured man is able to do so, we want him to make his statement on the same form. Why do we want his statement? Because we know that if any other man than he was to blame, he will tell us about it. If it is the fault of the conductor, or the brakeman, the fireman or the engineer, he will tell us. If the car was bad, or the engine was bad, he will tell us, because it is human nature to lay these things to some one other than oneself. When we get his statement it is easy enough to investigate and arrive at the truth. We don't want any lying for the Company or against the Company, and we don't want any lying for the injured man or against the injured man; we want the truth, and the Company is always willing to do what is fair. Out of the eighty-seven hundred men killed and injured during the past year, we had forty-eight law suits, less than half of one-half per cent. I give this as an illustration of the fact that the Company is willing to do what is fair in these cases.

And speaking of making reports, let me call your attention to Rule 914, requiring every employee of the company who witnesses an accident to make a report of it on Form 148. The importance of complying with this rule was illustrated in a crossing accident at Mayfair a few weeks ago of which one of the division officers was the most important witness, in fact did all he could to prevent the accident by calling to the person driving the team to stop and by waving his coat to call attention to the approaching train—and then neglected to make any report of what he knew about the matter.

If the accident occurs because something is wrong with the car or the engine, then the conductor and engineer in charge of the train, and the man in charge of the shop, station or track, should make an inspection right away to find out if anything is wrong, and if there is, repair it. If you don't find anything wrong you must report it, and when the car or engine gets to a terminal we want an inspector to look it over. The double inspection will determine whether or not it is in good order, and we want the truth about it.

I remember an accident which occurred on the Madison Division a short time ago, where a brakeman was caught between the man killers. We sent a car inspector out to examine the car and he said there was no man killer on it. I don't know whether this man saw the car or not, but when I sent a man to examine the car he found the man killers on the car, and of course he didn't put them on, and we didn't put them on. The car was a foreign car.

We had another case the other night, a young fellow fell off some cars, and he said he didn't know how it happened. We sent out to have the cars inspected and the report came back that they were all right, and the running boards were all right. I couldn't understand how he could fall off if everything was all right, so I sent out and had the cars photographed. There were holes in those running-boards big enough to put your foot in. We don't want any such lying reports. I am something of a word-painter myself, and if we didn't want the truth I could make the reports. Perhaps I could do better than a car inspector.

It is just the same way when engines set fires along the track. We have never had as much trouble as we have had this dry year. Until we began to stir the matter up a while ago, you couldn't find an engine on the North Western Road that was not in perfect condition. Month after month the inspection books in the round houses would show them in good condition, and there was never any record of repairs. Now everyone knows that these were fake reports, that they are no good and worse than useless because they are a means of trying to deceive some one who has a right to know the truth. Did you ever hear the latest definition of a lie? A lie is a misstatement of a fact to the man who has a right to know the truth. Now, I have a right to know the truth, the Company has a right to know it. Therefore, in making an inspection of an engine, either in good or bad condition, make a truthful report of it. It is absolutely useless to keep a record unless it is accurate and truthful. We want facts, we want the truth.

Carelessness of this kind in making inspections of cars or engines after an accident has resulted from the same, will explain why we have so many injuries resulting from engines and cars being in a defective condition and why the inspections which are now being made do not discover these defects in time to remedy the same before an injury results. Probably we never will have the right kind of inspection of engines, cars or machinery until the man who makes the inspection is not charged with the duty of making the necessary repairs and does not report to somebody who has the responsibility of making such repairs, but until that time comes, it seems to me that we ought to do better than we do now, in making such inspections, and if we did we would not have had during the last twelve months one hundred and twenty-seven men injured on account of defective engines, one hundred and twenty-six men injured on account of defective cars and two killed, and if the inspectors were required to test the grab-irons, rungs of ladders and coupling apparatus and get up on the top of cars and inspect the roofs and running boards, and the engine inspectors were required to thoroughly inspect and test the throttles and brakes of engines and nettings we would not have so many accidents caused by men falling from cars, because of ladder rungs being loose or gone or grab-irons being jammed in close to the ends of cars so that men could not get hold of them, and men would not be falling off of cars because of running boards being defective or nails sticking up, and there would not be so many men injured when going between cars

to uncouple them, on account of the coupling apparatus being defective.

Whenever an accident occurs, it is a notice to the division officials or man in charge of the work, that there may be something wrong in the method of doing the work or in his organization and the matter should be immediately investigated to determine what, if anything, is wrong, in order that a remedy may be applied and a repetition of the occurrence avoided, and that investigation ought to be made by some one other than the person who may be to blame for the conditions that brought about the accident. And when an accident does occur which blocks traffic, notice of conditions should be given to patrons who come to our stations to take passage on trains so that they will have an opportunity of deciding what they wish to do and to avail themselves of other means of transportation if there are any.

In this great business which we are carrying on, the most essential thing is safety. Not alone safety to passengers, or to the property which is being transported, or to people who are crossing our tracks, but above and beyond all other essentials, safety to the men, to the employes who are running the railroad. If we can get safety to you men who are running the road, safety to others will follow, because if you are looking out for your own safety you will be looking out for everyone and everything entrusted to your care. We will have regularity in running trains, everything will be done so much easier and better that you will not know the road. You boys here can do it.

One of the reasons why the Management asked me to talk to you about this matter today, was because they thought if you knew of some of the accidents other people were having, and could know how they were caused, that you might not be obliged to get wisdom from accidents of your own. A great surgeon once said to me that there were two very important things in the world, one knowledge, and the other wisdom; that knowledge could be gained from books and other people's experience, but that wisdom came from one's own experiences. The Management believe that if you should know of the accidents that are happening on other divisions, in other yards, and the cause of them, that you would not be obliged to get your wisdom from having a death or an injury up here among yourselves. I have, therefore, been asked to come to you and to tell you a part of the story—I couldn't tell it all—if I did it would take me a month to tell the story which has been accumulating for twenty-five or thirty years. But I will give you a few cases as illustrations:

A couple of years ago we had a collision between Madison and Afton, I think it was between a passenger and a freight. The passenger train had the right of way, the freight train had orders to wait until the passenger train came in. A passenger train did come in but it was not the train the freight had orders against. The conductor and engineer did not ask the men on the passenger train by word of mouth, as Rule 90A says they must, whether it was the train they had orders against. The train the freight was waiting for was a Madi-

son Division train and the train which came in was a Wisconsin Division train. They were about the same size. The conductor went out and looked, the engineer didn't do anything, and thought it was the right train, but he didn't ask, and pulled out from the station, and a mile and a half from the station he met the other train. Engineer Lafferty, one fireman and one other person were killed and fifteen or sixteen people were injured. No one was killed on the train which had no right to the road; the men who were not to blame were killed, and as we all know that is usually the way.

A year after that accident we had another exactly the same kind from exactly the same cause. This one happened at Peoria. Now, it shouldn't be necessary for you men up here to have that kind of an accident on the Peninsula Division in order to get wisdom. You ought to be able to get knowledge from what happened on the Madison and Galena Divisions. These accidents should demonstrate to you absolutely the necessity of complying with that rule, not only that rule, but all the rules. These rules have been made by men like you who have come up from the ranks, men who have learned through many sad experiences that these rules and their observance are necessary. Every time we break one of these rules we take the risk upon ourselves of killing or injuring someone—perhaps it may be a brother, or son, or father. Have we any right to do that, are any of us so thoughtless, so careless, so hardened that we would want to do a thing like that?

The other night a man named Hugh Morris,—perhaps many of you know him, he used to run an engine on the Wisconsin Division and is now Master Mechanic of the Galena Division,—went out to Crystal Lake, a little station out from Chicago. Now, it is a rule that we must not kick cars over a highway crossing. I think it is Rule 102a and 102b which says, "If you are going to move cars over a highway crossing and there isn't a flagman stationed there, you train men must put a flagman there." Well, Morris started to cross the track in the dark and a freight car without any lights is kicked over the crossing knocking him down. Fortunately he got hold of the grab iron of the car as it struck him, and although he was dragged thirty feet he got away with no injury beyond a shaking up. I simply give you this as an illustration of what may happen tomorrow to you, to Mr. Linsley, to me, or any of us. Suppose Morris had been killed, and if the accident had happened to a woman or a child or a less active man, they would have been killed. Do you suppose his wife would have been satisfied with any explanations regarding the cause of his death? Wouldn't she say, and wouldn't she have a right to say that the man guilty of causing his death was guilty of murder or manslaughter? Do you know what is being said of us every day? That we are careless, reckless devils, and we don't care whether we kill or injure people or not, and yet eighty per cent of the people killed and injured are we employes of the Road. Tomorrow night it may happen to some one of you sitting here, just because someone is careless and reckless.

These conditions exist not only at Escanaba, but everywhere on the system. The rules of the Company require that guard-rails and frogs in the yards shall be blocked, and yet the yards here and in many other places are a disgrace. You can scarcely find any blocking. It would astound you to go through these yards and see the number of guard rails and frogs which are unblocked. I will bet that fifty per cent of them haven't any blocking, and it isn't only here, it is so everywhere. You know what happens to a man when he gets his foot caught in that frog or guard rail and it isn't blocked. You can see him there with his foot fast, wriggling and pulling, swearing and praying, trying to get his foot out. You can see him there, and you can see the car coming towards him, it may be one of those hundred thousand capacity cars, every instant it comes a foot closer and in two or three seconds the man is down; you can see the car going over him, you can hear the bones crush, and when he is taken out he is either legless or a corpse. The last time an accident like that happened it was on the Galena Division, and as nice a boy as any sitting here lost his legs. Now, what section foreman, or road master can excuse himself for that? Do you suppose that boy ever thinks of them without cursing them? If he had been killed, do you suppose his widow and his children would ever think of them without cursing them? Is a crime like this anything less than manslaughter? And yet, it would have taken less time to block that guard-rail in which the boy was caught and lost both of his legs, than it would to make a report of the accident. Those are the things

that bring us not only into disrepute but disgrace, and they can be avoided, they can be prevented, must be prevented, and you are the men to do it.

Let us take as an illustration a switch engine, perhaps down here in the yards, which has a loose grab-iron. The engineer knows it, but he doesn't say anything about it, or perhaps he patches it up himself and it is pushed in so that when you want it, and when you do want it you want it bad, you can't get your hand on it. It would take less time to report the condition and get a new iron than it would to report the accident which surely follows a neglect of that kind. It is your duty to prevent someone from getting killed or injured if you can. It is a duty you owe to your self, to your family, and to other people.

Take for example the unloading of material from cars, when it is piled up alongside the track and the rule, No. 1016, says there should be six feet clearance so men will not be knocked off cars. Go down into the yards and see how the men comply with the rule. Some careless devil will unload a telegraph pole or a telephone pole, or ties or rails or boards, or will unload something three feet instead of six from the tracks. Some one will see it but say nothing about it, and tomorrow night you, or your brother, or some one may be riding on the side of a car and you will get it in the neck.

Another class of avoidable accidents is that occasioned by having side doors of freight cars fly out as they are passing a train and injure a passenger or employe on the other train. We have had a number of cases of this kind recently. The last was that

of a brakeman killed on the Wisconsin Division. Rule No. 862 requires that all doors in freight cars shall be closed and fastened. If some effort was made to compel compliance with this rule, accidents of that kind, the risk of which is increasing every day with the increasing number of trains, could easily be avoided. Why not have a rule requiring the sealing of empty box cars? It would absolutely prevent such accidents.

Now, you know we have a rule, No. 812, which requires us when we put cars on a side-track to leave them in far enough to clear a man on the next train coming in. It is your duty to observe this rule, your duty to the man coming in after you, and he may be a brother or a cousin or a brother-in-law or a brother of some girl you want to marry who will be following you on the next train. But what happens? You go along thoughtlessly leaving one of the cars sticking out just far enough to strike him if he is riding on the side of a car, and if he goes down you know what will happen—he will lose a leg, or an arm, or be killed. Now, why not push that car far enough to clear a man? Why not think of the result to the next man that comes along? That is what you would want him to do for you.

Another class of accidents which are occurring altogether too frequently is occasioned by the thoughtlessness of the engineer. A case occurred recently at Waukegan, Illinois. A man, a passenger, was walking alongside the track toward the station and was struck and killed by an engine hauling a passenger train going north. A freight train going

south evidently attracted the attention of the prospective passenger. The engineer saw him with two companions walking along the side of the track on which his train was moving, and he also saw the train moving in the other direction, but took it for granted the man would keep far enough from the rail to avoid injury and he made no effort to warn him, with the result that the man was killed.

We have recently had a number of accidents occasioned by coal falling from the tanks of engines, the result of carelessness in dumping coal on the engine or by overloading the tanks. Generally the people injured are employes working in the yards or on the tracks. Sometimes they are pedestrians on the highway. One can readily imagine what will happen to a man if a chunk of coal falls on him from a tank of an engine going forty or fifty miles an hour. And we had just such an injury the other day to a trackman at Council Bluffs. The slightest care in taking coal, a little thought on the part of the man doing this work, would prevent such accidents. And can't you see that fireman taking that coal, standing between the cab and coal chute so that if the engine has a leaky throttle, the air is not properly set or the engineer moves her when he shouldn't, that the fireman will be sure and get caught between the cab and the chute and be injured, whereas, if he complied with the rule and stood on the side of the chute away from the cab and anything happened to cause the engine to move unexpectedly, he would be safe from injury. Why don't you firemen do this and stop this class of injuries?

A short time ago we had a passenger train derailed at an interlocking plant, caused by a defect in the same which had been discovered by the maintainer, but he seemed to be unable to repair it and he also neglected to report it. If he had reported it, of course the train would have been required to slow up or wait until the defect was found and repaired. I cite this just as an instance of how a little lack of thought or care may bring about a serious accident.

Rule No. 855 prohibits any person from riding on the pilot of an engine, and yet, during the past year we have had three employes killed and three seriously injured doing that very thing. One of these men was riding on the draw-bar on the pilot of an engine in the night time and the engine collided with a train. The man was killed. Everybody knows that it is against the rules to ride on the pilot or get on the pilot while the engine is in motion, and yet it is done every day and no one is disciplined, and seemingly no one is cautioned not to do it. Why don't you superintendents and train masters who can't help seeing this rule disregarded every day, if you use your eyes, stop it. It seems to me that if some instruction was given or some discipline was administered in cases of this kind, when no one is injured, and the necessity of complying with the rule explained to the employe, very many of our accidents would be avoided.

Another positive rule, Rule No. 834, prohibits outsiders riding on an engine, and yet, only a short time ago, in one of our busy terminals, a stock man was told to get on an engine to go to the stock

yards. The reason given was that his car, which had come in on one train and been set out, was picked up by another train of fifty or sixty cars and put next to the engine. In order to avoid stopping the train when the caboose came along, the man was told to get on to the engine. On the way to the yards one of the flues burst, the cab was filled with steam and the stock man in order to avoid injury on account of the bursting flue, jumped from the engine on to an adjacent track on which a train was moving, and he was struck and seriously injured by this other train. This class of accidents is clearly of a kind which could be avoided if the rule was complied with, as it should be, because certainly the cab of an engine is no place for outsiders to ride.

You brakemen and switchmen, who go between moving cars—the couplings won't work and you go in between to pull the pin, you know that sometimes they don't work one minute and the next minute they work all right. Rule 854a, I think it is, says you shall not do this, but you take the chance. The last poor boy that took that chance was up in Wisconsin; just as nice a boy as there is here, and he has a good wife and three little children, just as nice children as yours or mine. He didn't remember that it was better to cause a delay to that train than it was to cause an accident to himself, and so he went in between the moving cars; when over a split switch about half way he stumbled on a piece of coal that had been carelessly left there and his foot went down between the rails. When that train got through with him he had his left arm and left leg left, the others were gone, just because he didn't

remember that it is better to cause a delay than an accident. Is there any excuse for that kind of work? Think of the suffering that man must go through and in the end be maimed for life. Money will not pay for a thing like that. Just think of the humiliation, aside from the suffering! Did it ever occur to you how different every crippled man is from the rest of us, how it must feel not to have your arms and legs, not to be normal like other people? I never thought of it until a little while ago, I slipped crossing a street in Chicago, and sprained my leg. I was as lame as the devil, and every time I met anyone that knew me, I instinctively straightened up and pretended that I was not lame, because I was ashamed of it. Think of this man having to go all his life with one leg and one arm gone from the same side. And it would have taken less time to have stopped those cars and opened that coupler in the safe way, in the way the Company said to do it, and in the way the Company was paying him to do it, than it did to telegraph me about the accident.

Another case, an employe killed at one of the terminals, by an engineer starting his engine on the elevated tracks without ringing his bell. The man killed was foreman of a switch engine which was coming over from Wood street to 40th street. On the way over he met another engine which was stalled with a train. At the request of the crew of the stalled train he coupled on his engine and pulled them over to 40th street. When he got there he uncoupled his engine and sent it ahead then started to walk over to it. The engine which he had as-

sisted over from Wood street started up without ringing the bell, ran over and killed him. Rules No. 30 and 30a require that bells shall be rung when an engine is about to move and while switching on the elevated tracks, and certainly when an engine has been standing still and has started up, whether it is on elevated tracks or on tracks at grade, the bell should be rung to give notice that it is about to be moved. If that had been done in this case, a man's life would probably have been saved, and a widow and three or four children would not be left in mourning, destitution and misery. And think how much less time it would have taken to start that bell than it did to make a report of the accident, and how much it increases the risk to the rest of you men to have such a man taken out of the service and the man who caused his death left in the service.

We recently had a case up in Minnesota, a passenger coach was standing at the platform for passengers to embark. One passenger got on the train and went in the car, and just as he was about to sit down some other cars were kicked against the coach; he was thrown against the seat and seriously injured. If switching of this kind must be done before the train starts from the station, it seems to me that it would be an easy matter to prevent passengers from going into the coach until the train is ready to receive them, or if they are allowed to get on the car, and there is to be any switching done, the cars to be coupled to the coach should be attached to the engine, then accidents of this kind would be prevented.

Another case, an employe killed up in Michigan, the accident caused by one of the hooks of a coal chute breaking. From the investigations which have been made in these cases, it appears that little or no inspection is made of these coal sheds and chutes to see that they are kept in proper repair, and there is no place except a round house where wood and iron will rot and rust as quickly as it will around a coal shed, on account of the steam, gas and smoke which is constantly escaping from the engines. A proper and frequent inspection of places of this kind would prevent such accidents. Only a short time ago we had a foreman of carpenters killed coming down a ladder at one of these coal sheds. The nails had rusted out and when he put his weight on the ladder rung, down he went thirty feet.

During the past year we had one employe killed and thirteen injured by overhead obstructions. Two were killed and one hundred and thirty-two injured by obstructions on the ground alongside the track. Rule No. 1016 requires all obstructions to be six feet from the rail. The rule also prohibits coal, draw-bars and other obstructions from lying in the yards adjacent to the tracks. In going through some of the yards one would get the impression that the rule meant that the obstruction should be left on the ground instead of requiring them to be picked up. As a result of this carelessness a large number of employes are killed and injured. Possibly if some of the men in charge of these yards were injured themselves by falling over the obstructions, or if they were disciplined for fail-

ure to see that they are kept clean (and some of them look as if they hadn't been cleaned for months), we would have fewer accidents. If a regular inspection was made of these yards these avoidable accidents would be prevented in less time than it takes to make a report of them, and fewer widows and orphans would be left to complain of the carelessness of railroad employees.

And while talking of obstructions I want to call your attention to the fact that many accidents occur because the gates of stock yards are left open and are not properly fastened back, and some man riding on the side ladder of a car in the night time is struck by the gate, knocked off and injured. This is a matter which agents, trainmasters and section men should look after; they should see that this practice of leaving gates open and unfastened is stopped.

Now, about these obstructions that are along the road, that are all over the road. We had a case up in Michigan the other day of a brakeman who lost both of his legs. How did it happen? He tried to get on an engine in the night time and was knocked off by the platform of an old coal shed that had practically not been used for three years. It cost a pair of legs to get that platform moved. The man who was to blame for leaving the platform there is the man who should have lost his legs, but as I said before, it never happens that way, and that boy, who got on the engine on the wrong side, must go through life with both legs gone because some road master or section foreman or bridgeman did not move or tear down that plat-

form in an old shed. There is absolutely no excuse for that kind of an accident, absolutely no reason why they should occur. I found the same conditions existing at Waseca. It is changed now.

A class of accidents occurring at many points on the system, especially on the branch lines, is injuries to children playing on unlocked turn-tables. Rule No. 857 requires that turn-tables should be locked. Quite frequently these turn-tables are located at points adjacent to the highways, and we all know how a child likes to get on and off anything that moves, and these unlocked tables are simply an invitation for them to do so. The last bad accident occurred up in Minnesota, a boy seven or eight years old came along with some school companions and got on the table. He fell, was caught between the table and the wall of the pit and lost one leg at the hip, the other was broken in three places. The child was the son of a prominent man in the place. His mother was killed by the shock, and the child is a permanent cripple. Think how you would feel, or how I would feel, if our child, or our grandchild had been injured in that way through the carelessness or thoughtlessness of some one in failing to lock the turn-table. All you have to do is to put the lock on, it fastens itself. Why not do it and prevent such accidents, and remember the accident is quite likely to happen to your child or the child of some relative or of some neighbor, and remember that it will take less time to prevent the accident than to report it.

The careless and improper use of hand cars and the use of defective hand cars results in altogether

too many accidents. Rule No. 1014 requires red lights on a hand car which is moving after dark, and yet we all know that hand cars are used after dark with no lights on them. We also know that Rule No. 1013 requires that hand cars shall be kept three hundred feet apart when they are moving, and yet every little while we have an accident and a man is injured in a collision between hand cars. These accidents never happen when the men are going out to work in the morning but always when they are in a hurry coming home and race to get back. Why not enforce the rule and stop them.

The same rule, No. 1013, prohibits outsiders or employes from using hand cars except in the service of the Company. On some parts of the system it seems as though very little attention was paid to this rule, and very frequently section foremen allow outsiders to use the hand cars as an accommodation and because they are the most accessible and convenient mode of transportation. The last accident to occur from breaking this rule was in Wisconsin, and resulted in the death of four people and injury to two or three more. Why not enforce this rule and prevent such accidents in the future.

One of the most important rules in the book is the flag rule, No. 99. This a rule with which every train and engine man ought to be familiar and which should be complied with literally. If this had been done, the collision which occurred near Rawson some time ago would not have happened. Many of you will remember the case where train No. 282 was stalled in the snow on the main track about three miles south of the

station. The conductor and engine crew uncoupled the engine and ran to Bain for assistance and the hind brakeman was told to go out and flag. He went back a short distance, less than one thousand feet, claims to have put down a couple of torpedoes and lit some fusees, and then instead of going back three-quarters of a mile or twenty-four telegraph poles with his red lights, to protect his train and stop any on-coming train, went back to the caboose and the engine of a south-bound train came on in the storm, found no torpedoes or fusees, and the collision occurred, in which the brakeman who should have been out flagging, was injured. Think how much better it would have been for this brakeman to have stayed out in the snow and cold for half or three-quarters of an hour or all night if necessary, as required by the rule he agreed to observe when he entered the service, instead of going back to a warm caboose, thereby allowing another train to run into his train, in which collision he was crippled for life, to say nothing of other employees who were injured in the same wreck brought about by his carelessness. I call attention to this particular case to illustrate the necessity of a strict compliance with the provisions of that rule whether on the head end or hind end of a train; and every man who fails to comply with it, should be dismissed from the service because he not only endangers his own life but the lives of others and if he is unwilling to comply with so important a rule, he is not safe to have in the service in any capacity. Only the other night I was on a fast passenger train which was delayed by a

hot box; the flagman went back but a short distance, less than half that required by the rule, and was very much surprised because the conductor, who was not the regular one for that train, gave him to understand that he wouldn't tolerate such work in the future, which the regular man was evidently allowing to pass unnoticed.

Rule 809 prohibits the switching of cars on loading or unloading tracks without the man in charge of the switching investigating to see whether there is any one in the cars unloading freight, and giving notice of the fact that the cars are to be moved. The accidents occurring from a disregard of this rule are increasing every year. Sometimes it is an employe, sometimes an outsider who is injured as freight is being unloaded or loaded. If you would only remember that you should go down past all of the cars and notify every one in them that you are about to make a switch, and if you would also remember that it is better to cause a delay than an accident, and that it will take less time to prevent such an accident than to make a report of it, many of these injuries would be prevented. The same kind of carelessness results in injuries to occupants of cars loaded with emigrant movables, when the cars are kicked around in switching. Such a car should never be switched unless the engine is coupled to it, and without notice being given to the occupant of the car as per Rule 102b.

We have recently had two highway crossing accidents, which happened almost the same way. One occurred in Iowa, the other in Illinois. It seemed to me that both of them could have been

avoided by care on the part of the trainmen. On both occasions two or three trains stood on either side of the highway crossing waiting for a fast train to go by. The smoke and steam from the standing engines was blowing over the track and the view of the people in the wagon, who were killed and injured, was thereby obstructed. A fast train came along and struck them. In both instances there were eight or ten employes standing around the crossings doing nothing. The slightest care on their part in the way of giving notice of the approaching train to the people who were about to cross the track, would have prevented the accidents. Probably these men would have given the warning if they had thought; in so many of these cases it is thoughtlessness which brings about serious injuries. Every time anyone is struck and injured or killed on a highway crossing it is claimed that the whistle was not sounded for the crossing or the bell was not rung as is required by Rule 31. You men always claim that the whistle was blown and the bell rung. Several times I have personally investigated this matter, insisting beforehand that the bell was rung and the whistle sounded, and some one would say, "now watch this train coming." The train would come along without blowing the whistle or ringing the bell for the crossing. This happened with two trains I was watching while at a house in the country, and you can imagine whether or not I felt like thirty cents. It is important that the whistle should be sounded and the bell rung at the whistling post and every engineer should comply with the rule, not by giving one

short toot, but by giving the four whistles required by the rule. Only a few days ago my wife was nearly caught in driving over a crossing, but no whistle was sounded or bell rung until just as the engine got on the crossing, and then only one toot instead of four was given.

Another class of highway accidents it seems to me could be avoided by a little care, is that of people who come up on the highway from the fireman's side of the engine. The fireman sees the person coming, sees that they do not notice the trains approaching, and yet fails to tell the engineer. The result is an accident. We had an old lady injured in this way at Watertown the other day. A little forethought on the part of the fireman would have prevented the accident, and it would have taken him less time to tell the engineer than to make a report. It also would have saved making a cripple of this old lady.

There is another class of crossing accidents which is comparatively new and which, I think, could also be avoided. These are caused by the obstruction of crossings, especially by flat cars in trains without a light on them at night and no one stationed at the crossing to prevent teams or automobiles from running into them. Ordinarily a man's vision is above a flat car, and if he sees cars standing on either side of the track it would not occur to him that there probably was a flat car standing between them right over the highway. It would be easy enough to station a man at the highway to give warning that the crossing is obstructed, or to put a red light on the car, and if this had been

done, three accidents (two to automobiles and one to a man driving a team) would have been avoided.

Another case which seems to be absolutely inexcusable was of a man who was struck and killed by an engine hauling a passenger train in the night time. No one on the engine knew that the accident had occurred. The same engineer went out in the morning after daylight and ran over the body of the man killed and even then did not discover it. Possibly some of you can tell me or imagine some excuse I can make to families of men who have been killed in this way.

These are the kind of things I have to explain to people; and yet, we have many of these accidents. Many of them are excusable; they happen in the night time; the people are on the tracks where they had no right to be, where the engineer and fireman don't see them, and the train is going forty or fifty miles an hour and he is not expected to see everything, but sometimes, on a perfectly straight track, in broad daylight, an accident occurs to a man walking on the track and the engineer says that he was keeping watch every minute and didn't see the man, strange that he should strike and kill a man under such circumstances and not know it. And when he tells you he was looking out all the time you know he lies; you know absolutely that he lies, because it could not happen in that way and he not know it. If a man comes up to a highway crossing in broad daylight where there is no obstruction to prevent his seeing a train, and gets hit by the engine, and says he looked and did not see the engine, you know he lied, because if he had looked he must

have seen it; it would have been a physical impossibility for him not to see it. It is just the same with the man on the engine. It is a rule the courts have applied all over the country, that if a man comes up on a highway crossing in broad daylight and there is a train coming and no obstruction, he must see it, and if he does not see it he is careless. They apply that same rule to us, to a man running the engine. If he strikes someone in broad daylight and says he was looking out, they say he must have seen it, he could not help but see it if he had looked. Many times the engineer is doing something in the cab that he ought to do, something that is perfectly proper for him to do, and his attention is momentarily distracted from the track, but he won't say so; for some reason he thinks he must make it appear he is watching the rails every minute, and the result is he makes out that he is a damned liar, too careless or incompetent to be on the engine. He puts the Company in the hole just because he doesn't tell the truth. Now, why not tell the truth; we want the truth and the whole truth; we don't want you to lie against the company, and we don't want you to lie for the company.

We had an accident the other day where a man was killed like that in the night time. No one was to blame, and no one was accused of being to blame. The man was lying on the tracks, on a curve, drunk, and the enginemen did not see him, could not see him, but what does Mr. Fireman do but get on the witness stand at the Coroner's inquest and testify that the headlight was bad and that was the reason they did not see him; he

thought he had to lay it to something or he would be blamed. That happened to be one of the times when we had a good headlight.

Now, these are the kinds of accidents that are aggravating, that make enemies who say that you people running trains are inhuman, that you have no regard for human life. They don't blame me for it, they blame you. You don't hear so much about it, they don't tell you, they come and tell me, and the things that are said about railroad men causing these accidents are pretty nearly as bad as the things they say about claim agents, and they are the limit.

Greater care should be taken to close vestibules on the through trains. There seems to be but little complaint as regards keeping vestibules closed on the standard sleepers, but there is cause for a great deal of complaint in the way these vestibules are left open on tourist cars and on coaches, especially at the end of trains. Conductors and brakemen should exercise greater care in regard to this, and see that the vestibules are kept closed as required by Rule 769. It is very easy for a man to come out of a lighted car in the night time and fall off the car if the vestibule is open, and he expects to find it closed and acts accordingly.

The same sort of heedlessness resulted in an inexcusable and annoying accident the other day. A fireman undertook to wet down the coal with hot water from the injector. The car next to the engine was loaded with passengers, the door was open and the hot water and coal soot went over the passengers in the car. Fortunately no one was scalded or injured.

Injuries to section men who are working on the track in the busy terminals or at curves are frequently brought about because no one is stationed to watch for approaching trains and warn the workmen of their approach. We had an accident of that kind in the Chicago terminals recently, at a curve where a man had been assigned the duty of picking up stone which had been dropped on the track. The rest of the men were working on the other side of the work-train. A passenger train coming along struck and killed the section man. He did not see the train coming and the men on the engine could not see him in time to stop. The man's life would have been saved if the foreman of the gang had taken the care to station some one to watch for the approaching train. This precaution is especially necessary when it is snowing or storming.

We have a rule, Rule No. 761, which tells the manner in which brakemen should announce stations. Now, I ride on trains perhaps as much as any one, and when I am at home I ride on the same train every day. I have never known that rule to be complied with. The rule says that the brakeman shall go into the car, facing the passengers and announce the station twice. Why don't you conductors make them do it? That is one of the things you are paid to do. When I ride on another railroad every time a brakeman comes in he talks in French or Latin, or if he talks English he talks to himself. I ask the man in front of me what station is being called, and I am told that he doesn't know, and then I have to go and ask the conductor. It is just the same way with people riding on our trains. It is

very annoying, and every time we annoy a passenger he says to himself: "If there is another railroad in town I won't ride on the North Western again."

Many people are injured getting off the train. Generally they are old people who are unaccustomed to traveling. They don't know where the station is, and they are slow in getting off, and the brakeman isn't careful. Sometimes the train starts as they come out of the door, and the old man and woman, and it might be your father and mother or my father and mother, come down the steps and get off with the train moving because they don't want to be carried by, and so they get hurt. I am sure you take plenty of time to get the young and good looking girls off the train. If you brakemen would always remember that it is better to cause a delay than to cause an accident, accidents of this kind would never occur. When a train is being pulled up to a station at which the engine is to take water, don't let the passengers get off until the stop is made, and after the train has stopped and the passengers have begun to get on or off, don't let the engineer move the train for the purpose of taking water until the passengers are all on or off. And when it is raining stop the coaches opposite the shed or awning so that your passengers won't get wet in getting from the train to the station. When you are receiving passengers on freight trains, the caboose should be pulled up to the platform so they can get on and off in safety, as required by Rule 106, and don't start your train until they get a seat, because if you do, in taking up the slack, some one is sure to be thrown down.

When you conductors have occasion to eject a passenger from a train because of non-payment of fare or for some other reason, don't do it at any place other than an open station. Rule No. 767 provides how it shall be done, and when you do, make a report on Form No. 992.

We have a rule, No. 105, about passing trains at stations on the double track. A train shall not come into a station where another train is standing loading or unloading passengers until such train has started and the last car has passed beyond the platform. We had one of those terrible accidents the other night on the Iowa Division. Two nice old farmer people, husband and wife, about seventy or seventy-one years old, were coming from Nebraska to Mount Vernon on a visit. They got off at Mount Vernon in the middle of the night at the platform away from the station. The fast mail, No. 9, was due from the east when the trainmen on No. 16 helped those two old strangers off onto the platform away from the station and left them. No. 9 could be heard coming, you know the noise that fast mail makes, and the trainmen did nothing to protect those old people, and as soon as No. 16 left they started to wander over the tracks to the station. The fast mail came along and you know what happened. There was a double funeral in that town the next day. Think of a man being allowed to run a passenger train, who has no more regard for human life than to leave two helpless old people to be killed in that way. It would actually have taken less time for that crew on No. 16 to stay and look after those old people than it did to make a report

of the accident, and how much better it would have been in this instance to cause a little delay to No. 16 than to have caused this terrible accident. And that rule, No. 105, is disregarded every day. You men and you superintendents know it and it is high time that you all commenced to comply with its letter and its spirit and put an end to such accidents. These are the kinds of accidents which make newspapers say of us that we are heartless and don't care whether we kill people or not, that it is cheaper to kill people than to injure them. There never were statements more untrue. Every one knows, who has had any experience at all, that it costs ten times as much to settle death losses than it does to settle injury losses, and yet, that is the kind of talk you will see in the papers.

We had an accident the other day on the elevation on the Galena Division, as the shop train was coming in. You know the kind of men who ride on shop trains,—a lot of them ignorant, a lot of them who don't understand English, or danger. There is a place where the train had to stop before it crossed to another track, because Pat O'Brien wanted to save human life and prevent an accident such as the one we had at Rogers Park last winter, when the Milwaukee passenger, running fifty or sixty miles an hour tried to cross from one track to another and went into the ditch. So this train was stopped before crossing over. Some of the men on the shop train lived in that vicinity and they piled off the train like a flock of sheep. The Aurora train came along and you know what happened. We should remember that the men on shop

trains have neither the intelligence or the understanding of the risks of a railroad that the rest of us have, and when such a train comes to a stop the thing for the man on the head end of the approaching train to do is to stop and let them all get over the tracks. Of course, those men should not get off there, but then we know they just will do it and we must act accordingly, and remember that it is better to cause a delay than an accident.

Still another class of accidents which occur, not only with us but with other railroads, is brought about by the assignment of inexperienced men to important or hazardous service. We have had several collisions of passenger trains on this road during the last ten years, resulting in serious loss of life and many injuries. Upon investigation it was found that the engineers in charge of the trains had practically no experience in the running of a passenger train. Every superintendent and train dispatcher and every other division officer who has the assignment of conductors or engineers to passenger, excursion or special trains, ought to have a list of such engineers and conductors as are eligible to such service and immediate notice should be given them of such changes as occur from promotion, suspension or natural causes so that the list would always be accurate and up to date. If this had been done, an engineer who was not eligible to such service would not twice within three months have been assigned to such trains by the train dispatcher, the last time resulting in the collision of two passenger trains.

In another case, a boy sixteen years old, the only son of a widowed mother, was employed as a

messenger in a freight house. He was sent out in the yards to tack cards on a car with no instructions given him as to the care to be exercised. The car he was putting the card on stood on a track adjacent to the main track of another railroad. A fast train came along, struck and killed him, and now there is another little grave in the cemetery and another mother mourning the loss of a son. It seems to me that the slightest forethought or care on the part of the agent directing this work, would have prevented this accident, and if he had to come in contact with the mother of the boy who was killed, as I had to, he certainly never would let it happen again.

This matter of safety is the most important thing on a railroad; safety before anything else is what is wanted, and if we could get it, how much better it would be for us all. Suppose we could get the reputation of killing and injuring fewer people than the Milwaukee or the Burlington or the Illinois Central—than any of these roads. The result would be that we would get all the best men from the other roads, everybody would want to send stuff over a safe road, everybody would want to travel over the safe road, in fact, everybody would use our road and that would make more work for everybody except me, and I would like to draw my salary without working for it before I am pensioned.

We must have safety and regularity, and in order to have these we must have co-operation. Let the example of the older men in the service be an influence, a guide to bring the younger men up

to the right standard, thereby decreasing the risk of death and injury for all, and at the same time increasing the efficiency of the organization for which we are working.

The safety committees to be appointed on all the Divisions will be the means of accomplishing great good. There are many things happening every day which could and should be prevented, which can be prevented at the expense of a very little care, a very little time on your part, and we want you to prevent them; we want you to prevent the thousands of little things which account for the eighty-six hundred and twenty-six men killed and injured on the North Western Railroad last year. Why not begin these reforms today? Explain to the younger men the risks of the service, and what will happen if they don't comply with the rules. When I was a little fellow running about the yards in Chicago (the road was small then), I knew nearly all the train men that came to the city. Do you know what I heard them talking about in the cabooses, dog-houses, round houses and switch shanties? They were talking about the rules, getting up hypothetical cases and arguing them. They were telling about the good engineer they had, and what a good run they had made. What do I hear now, what do we all hear? It isn't talk about rules, or good men or good runs, it is talk about that blankety blank time-keeper that didn't give that extra twenty-five miles, of the thirty cents short in pay. You should have your pay, and all your schedule calls for, but don't spend valuable time in small complaining. Talk about the rules and get them fixed in your

minds. Talk about the accidents which happen every day and the cause of them. We should all do our part to disseminate this knowledge so that when accidents occur from causes which can be prevented, we will all know about it. The Company is just as much to blame as you are, but we are all going to do our share toward remedying these evils, toward stopping this awful waste of human life. If these accidents keep on growing at the rate they have been growing for the past twelve months, if they increase at the rate of thirty-five per cent in deaths to employes and twenty-eight per cent in injuries, we will not be able to induce a decent man to go into the service. It will be too dangerous. You must try to help in bringing about a reduction of these accidents; remember that it will not only decrease the risk to you men, but it will increase the efficiency of the road, it will get trains over the road quicker, and when you have a date down at Green Bay or up at Ishpeming with some girl you want to marry, everything will go all right because you will all be working together and you will get in on time. That is what we all want to do, we all have those dates.

Remember that it is the little things you must take care of, the little neglects which happen every day and which bring about these accidents. You know the old ditty.

“Little drops of water,
Little grains of sand,
Make the mighty ocean,
And a beauteous land.”

So it is with these little accidents. Little accidents which are caused by defective cars; little accidents caused by defective engines; little accidents caused by unblocked frogs and guard-rails; little accidents caused by defective hand cars and by racing hand cars; little accidents caused by carelessness or thoughtlessness. It is the accidents caused by leaving material too close to the tracks, accidents caused by agents leaving stuff on platforms, contrary to Rule 736, and freight men unloading and leaving freight on the edge of platforms, that some fellow on the next train may fall over, or some passenger may fall over it because the agent has also forgotten to light his lamps. These are the little, every-day things which cause accidents enough to make eighty-six hundred injuries and one hundred and seven deaths to employees.

Now I want to say a word to you agents and operators about giving information. As an example I will give you a little experience of my own. A friend of mine, a man who might be called one of the most distinguished men in the state, was coming to take breakfast with me at Geneva Sunday morning. He is the bishop of a church, is one of the best speakers and best talkers I ever heard, and if I had even a part of his eloquence I could convince you men right now of the necessity of these reforms. Well, I wanted to go to the station with the carriage to meet the Bishop, and I telephoned to find out how the train was; it was due at seven o'clock. They said it was on time. When I got down there it was not in sight

and I asked "Where is No. 16?" Then they said it was an hour late. I was sore and said, "Why the hell didn't you tell me so when I asked you?" They said they thought it was on time when I telephoned. I asked, "What is the next train which comes over from Sycamore and what time will it be here?" They said, "At seven-fifty-eight." I live only five minutes from the station and thought I would rather wait an hour at home so I went back there and while I was waiting, in walks the Bishop, and perhaps thirty cents wouldn't have been a fortune to me just then! That train got there at seven-twenty-eight, then went up to St. Charles, got a couple of cars of milk, came back and left at seven-fifty-eight. Now, if that sort of thing is being handed out to the officers of the road, what do you suppose is being done to the people who are paying their fare? What kind of information do you suppose they get? That is the kind of talk, that is the kind of misinformation that makes enemies for the road. Another instance: A lady was going to California the other day, and she went out on No. 1. She wanted to stay over at Council Bluffs, so she left her trunk there. The next day she went to the Council Bluffs station and asked, "What time does the Overland Limited come in?" They said, "The train has just gone to Omaha." "Is there any way I can catch the train?" "Yes, you can get a hack and drive over, the train stays on the other side of the river half an hour." So she got a hack paying ten dollars for it, and when she got to Omaha, the train had not left Council Bluffs. The baggage-man thought it had gone; he didn't know, but he

thought so. These are the kind of things you are handing out to people, these are the kind of things that happen every day on every railroad in the country, to make enemies for us. If you would pay just a little attention to your business, and were onto your jobs, such things would not happen. There isn't any excuse for that sort of a thing; there is no reason why that kind of people should be in the service and we ought to get them out in order to stop such mistakes. It is this same kind of thoughtlessness, that "don't care" kind, which makes the accidents; just that same kind of thoughtlessness and carelessness that causes eight thousand six hundred and twenty-six of you to be injured in twelve months, and one hundred and seven of you to be killed in twelve months. Now, why can't we get to work and stop this. Why can't we gain knowledge from other people's mistakes and put an end to this business, and not go on and on having these accidents, more than one every hour in the twenty-four hours of every day in the year, including Sundays, with an increase of thirty-five per cent of employes killed and twenty-eight per cent of employes injured. Suppose your expenses increased thirty-five per cent and your salary ten. Why, if we have an increase of earnings of ten or fifteen per cent on the North Western, we think that is a wonderful year. And of course the accidents ought not to increase faster than the earnings. Instead of being an increase of over thirty per cent in the number of accidents there ought to be a decrease of fifty per cent, and you people can bring this about. No one else on the North Western Railroad can do it, but you can if you want to.

And you agents, especially on the double track, ought to take better care of your passengers to prevent their being injured. You know we are required to and ought to exercise the highest degree of care in protecting them from injury, and when you have passengers waiting at your station and a fast train is coming through that don't stop, don't sit in your chairs like bumps on a log, but get out and tell the passengers that the coming train don't stop, and when their train will arrive, so that they won't race across the track in front of the on-coming train, as a passenger did the other day at Geneva and another at Park Ridge, with fatal result, under similar circumstances. It will take you less time to do this than it will to telegraph your superintendent of the accident and may save someone's life.

And speaking about agents and stations makes me think of what I saw at Racine. A short time ago I was up there to see one of my men who had a shoulder broken in a runaway accident and when I came down to the station at the Junction, the first thing I saw was the Milwaukee's "Be Careful" sign and right opposite the door on which the sign was posted were the unboxed pipes for the interlocking plant about six inches from the ground, over which every passenger had to step in coming to the station from the street car—just where they would stumble over them in the dark and break their leg or neck—and when I went to our side of the station I found the pipes boxed but the boxing in such condition as to make a regular trap for any brakeman or switchman who had to work there, and I

thought of the inspectors who have "Eyes and see not and ears and hear not."

Why can't we club together? Why can't we men on the North Western Railroad co-operate in our efforts to decrease this loss of life? Women could do better than we have been doing in the management of these things. Think of having our houses kept the way some of our stations, shops, round houses and yards are kept! We wouldn't go back to them, and there would be a bill of divorce right away. But the women wouldn't do things that way. They would have nice thrifty looking stations, clean round houses and shops, and we wouldn't be ashamed to bring men from other roads to see them, any more than you would be ashamed to take men to your little homes. And how did you get these homes, how did we all get them? By the habit of saving. Perhaps we commenced by saving ten cents a day, then twenty cents a day, and then we got some nice girl to promise to marry us as soon as we could buy the furniture for the house, and we get busy and save enough to buy that furniture. Then we pay a little on the home and give a mortgage for the rest, then save to pay that, and pretty soon we have money enough saved to pay the doctor for the baby that is coming, and so we cultivate the habit of being thrifty. This is the kind of thrift we want on the road. We want to get out of this awful habit of being careless and into the habit of being careful. We want to get into the habit of protecting people from death or injury, we want to put an end to the awful havoc which is going on.

We want to encourage the men who are working toward these reforms. The Company will give

some sort of an emblem to the Division on the North Western Railroad which runs the safest during the next six months. When I say safe, I don't mean safety to outsiders or safety to passengers, but to employes of the Road. The Division having the fewest employes killed or injured in proportion to its train mileage and in proportion to the number of employes engaged on the Division, is the Division which will be given the emblem or banner, to indicate that it is the safest Division on the North Western Railroad.

Now, if I worked on the Peninsula Division I would like to be able to say that I worked not only for the best railroad in the country, but on the SAFEST Division, where there was the least likelihood of being killed or injured. Now if you people want that banner at Escanaba, as an emblem that you work on the safest Division of the Road, it is up to you to get it. The banner will be as beautiful as it can be made, and it will have inscribed on it in letters of green, the color which, to us, means safety, the words "SAFETY, SIMPLICITY, and SUPERVISION."

Before closing I want to tell you of a dream I had the other night:

I dreamed of a beautiful building, the most beautiful building I had ever seen. Its walls were lined with books, pictures and statuary, and its contents were dedicated to the dissemination of knowledge, and to inculcate a taste for the beautiful among the people of the country. I dreamed that in every city, town and hamlet of this vast nation, there was a similar building dedicated to this same

purpose. Then the scenes changed and I was back with the old North Western, and behold we had built a TEMPLE OF SAFETY of the most beautiful green marble, the color to indicate safety. As I approached the building I saw over the entrance in large gold letters the words of our trade-mark, THE BEST OF EVERYTHING, and above them in whitest marble, the one word, SAFETY. In the center of the building I found a commodious room, and was told by the guide, who was a one-armed ex-conductor, that it was used as a meeting room of the GENERAL COMMITTEE OF SAFETY of the various Divisions, the yards, shops, tracks, round houses and freight houses. Around this large central room were seventeen smaller rooms, one for each Division of the system. The walls and floors of these rooms were made of the whitest marble and tile and on the walls were pictures of some of the railroad heroes who had given their lives in protecting the lives and property entrusted to them. There were pictures of some of the great men who had made this enterprise successful, and there were pictures of engines, cars, tracks and bridges, and a picture of our grand new passenger station, and there were emblems of our trade and the insignia of our orders and brotherhoods. One of the rooms into which I wandered was a little larger, a little finer, a little handsomer than the others and in it was a banner of the finest gold, on it in large letters made of emeralds was the word SAFETY, and I was told that the room was assigned to the Division of the North Western Railroad which had the fewest accidents in proportion

to the number of employes and train mileage. Over the door of this room was the name of the Division occupying it. The guide told me that every Division headquarters had a similar building of smaller proportions, and that the men of the Division gathered there to hold meetings of their local safety committees, and to discuss methods of safe operation, and the saving of human lives. All of these buildings were dedicated to the conservation of men. That in the year 1910 the North Western men had awakened to a realization of the fact that too many human beings were being sacrificed through the thoughtlessness and carelessness in their methods, and as a result following this awakening only one employe is killed and injured where there had previously been four or five. And that in commemoration of their success in making their road the safest in the world, these buildings had been erected. I pray God that all, or a part, of the dream may come true.

Appendix

APPENDIX

The following are the rules referred to in the foregoing address

IN CASE OF DOUBT ADOPT THE SAFE No. 1
COURSE, SPEED MUST ALWAYS BE SACRIFICED
FOR SAFETY.

A blue flag by day and a blue light by night, displayed No. 28
at one or both ends of an engine, car or train, indicate
that workmen are under or about it. When thus pro-
tected, it must not be coupled to or moved. Workmen
will display the blue signals, and the same workmen are
alone authorized to remove them. Other cars must not
be placed on the same track, so as to intercept the view
of the blue signals, without first notifying the workmen.

The engine bell must be rung when an engine is No. 30
about to move.

The engine bell must not be rung on elevated tracks, No. 30a
excepting when approaching and leaving stations, and in
switching movements.

The engine bell must be rung on approaching the No. 31
whistling post at every public road crossing at grade,
and kept ringing until the crossing is passed; and the
whistle must be sounded at all whistling posts.

An inferior train must clear the time of a superior No. 88
train in the same direction at least ten minutes.

When trains meet by special order or time-table reg- No. 90a
ulations, conductors and enginemen must inform each
other what train they are. This must be done by word
of mouth.

In case of stoppage between stations, the flagman must No. 99
immediately go back with not less than two torpedoes,
and a red flag by day or red and white lantern and two
red fusees by night, and at night place a lighted red
fusee in the center of the track 500 feet behind the rear
of train, proceeding by day or night to a point not less

than three-quarters of a mile (twenty-four telegraph poles) distant from rear of train until he reaches a point where the danger signal can be seen not less than one-quarter of a mile (eight telegraph poles) by the engineman of any approaching train. The flagman will at once place one torpedo on the rail on engineman's side, and will remain at such point until the train has arrived, or until he is recalled. The engineman on approaching train, on seeing the flagman's signal, will immediately call for brakes, as evidence that the signal has been seen. When the flagman has been recalled and no approaching train has arrived, he will place a second torpedo on the rail, 200 feet nearer his train than the first, and return with all possible dispatch to his train. On exploding one torpedo the approaching train will be brought to a full stop, and thereafter proceed with extreme caution, expecting to find some obstruction on the track. When the second torpedo is exploded, the engineman will know that the flagman has been recalled, and will proceed cautiously, keeping a sharp lookout for train ahead. Immediately on the sound of the whistle recalling flagman, if there is not a clear view to the rear for one-quarter of a mile (eight telegraph poles), the train should be moved ahead at a speed of not less than six miles per hour, until a point is reached where the track is straight for one-quarter of a mile in the rear of train, always bearing in mind that the time of the flagman's return is the period of greatest risk. When the character of the road or weather makes it necessary, the flagman shall go to a greater distance with signals, so as to insure absolute safety. It must be distinctly understood that the conductor of the train, or the engineman of an engine running light is held responsible for the safety of his train or engine. When any train has been stopped by a preceding train in the manner above mentioned, the conductor of the last train must use the same precautions with regard to any following trains, as those heretofore described. When it is necessary to protect the front of a train the same precaution shall be observed by the

front brakeman or fireman. Conductors are held responsible for the proper protection of their trains under all circumstances.

When cars are pushed by an engine (except when No. 102 shifting and making up train in yards) a flagman must occupy a conspicuous position on the front of the leading car and signal the engineman in case of need.

If such signal cannot be seen by the engineman or fireman, the engineman will bring the train to a stop immediately and not proceed until signal is visible.

When switching is being done over highway or street No. 102a railway crossings by yard or trainmen, a man must be stationed at that crossing to act as a flagman.

Cars must not be moved over highway crossings or No. 102b in front of passenger stations, detached from engines, other than at terminals, where express authority has not been given so to do by the division superintendent. Cars containing passengers must not be switched unless coupled to the engine and air brake in use.

In approaching a station where a passenger train is No. 105 due or past due, and where the view is not clear, trains must be under perfect control so that they may be stopped, if necessary, before reaching station. Trains on the double track must not, under any circumstances, pull into a station at which a passenger train in the opposite direction is standing or into which it is pulling, to receive or discharge passengers, until such train has started up and the rear coach thereof has passed the end of the station platform nearest the approaching train, excepting where tracks are divided by fences. When two trains are nearing a station from opposite directions at the same time and only one of them is scheduled to stop, the train making the stop must reduce speed to let the other through the station before it arrives. When two trains going in opposite directions arrive at a station and both are scheduled to stop, the inferior train will not pull up to platform until superior train has departed. At stations on single track, all trains will reduce to a speed of four

miles per hour in passing a point where a passenger train is receiving or discharging passengers, and pass such train with the engine bell ringing constantly.

No. 106 Passengers will not be allowed to ride on freight, extra or work extra, except upon such regular freight trains as may be designated in the division time tables. Freight trains that carry passengers will be particular to have the caboose stop at the depot platform to receive and discharge them. Before the arrival of train at any station where they stop, the conductor will distinctly call out the name of station. This rule applies to employes of the company not actually on duty, as well as to other persons. It is, however, understood that persons accompanying live stock or perishable freight, shall be allowed to ride on the same trains therewith, for the purpose of taking care of the same, upon the presentation of proper transportation.

No. 736 Freight, baggage and other articles must not be allowed to stand on the depot platforms where they might cause accident or inconvenience to passengers or employes, or receive damage from the weather. U. S. mail pouches must not be left unprotected upon the platforms or in the waiting rooms and other exposed places at stations.

No. 761 On leaving a station passenger brakeman will pass through the train, from the front to the rear, and when about one-third the length of the car from forward end, with closed doors, will announce in a clear and distinct voice the name of the next station, then proceed to within the same distance from the rear end of the car, and make the same announcement. If the train is to stop for meals, the brakeman will so state, giving the length of time the train will stop. Conductors of all trains stopping at stations at which lunch counters or eating houses are located will announce in the lunch or dining room notice of departure of the train in ample time to allow passengers to get aboard before it starts. Upon approaching a station located at or in the vicinity of a railroad crossing, when it is necessary for a train

to stop at such crossing, before reaching the crossing brakemen must give warning of the fact by calling out distinctly in each car "the next stop is for railway crossing, not a station," junction points, railroad crossings where a stop is made and terminals will be announced, passengers notified when to change cars and attention directed to their parcels and other belongings.

They must collect the proper fare from every passenger not provided with a ticket or pass in proper form. In all cases, on refusal of any passenger to produce a proper ticket or pass, or to pay the fare, the conductor shall cause the train to be brought to a full stop at a regular open station, and shall require such person to leave the train and, on refusal, shall remove him or her therefrom and must procure and report the names and addresses of persons who were present and witnessed the controversy. Each conductor will be held responsible for the exercise of a reasonable discretion in the performance of this duty, being careful that no unnecessary force is used, that the Company may not be subjected to unnecessary litigation or annoyance. They must not eject women or children of tender years; and any person unattended in such a condition of body or mind as to be incapable of caring for himself must be placed in the custody of the nearest station agent who will wire the Superintendent for instructions regarding such person's final disposition. In removing a person from the train, the conductor must use extreme care to avoid controversy and not indulge in abusive language or in any manner insult or maltreat the person to be removed; or use unnecessary force in so doing, unless in a clear case of self defense, when an assault is made upon the conductor or his men; and then the infliction of unnecessary injury must be carefully avoided. A sufficient force must be brought into requisition to overcome resistance and to place the person on the ground without inflicting injury, the law being that conductors may command employes or any of the passengers to assist in such removal. In all cases except where passengers shall be ejected for refusal

No. 767

to produce proper ticket or pass, or to pay the proper fare, the conductor, before so doing, must tender such passenger such proportion of the fare he has paid as the distance he then is from the place to which he has paid his fare bears to the whole distance for which he has paid his fare. In case of such ejection a report (on form No. 992) must be sent to the Superintendent by first mail with full particulars.

No. 709 Passenger trainmen will be required to securely close vestibule doors and platform traps of all passenger cars when in motion; and after departure from a station will observe whether or not there are any passengers clinging to the hand-rails of the vestibules.

No. 809 While at stations conductors will do such switching as may be required by the station agent. Trainmen or switchmen must not move cars that are being loaded or unloaded on side tracks without notifying all parties doing such work. They must not obstruct street or public road crossings with their trains, and be particular, when at junction stations, that no part of their train is allowed to stand on railway crossings or interlocking systems.

No. 812 Conductors leaving cars on side tracks will see that they are properly secured and sufficiently clear of the main line. In leaving loaded cars at any station they will place them most conveniently for unloading. The cars must be so placed as not to project over line of highway crossings. If a car be set out without a brake, conductors must securely block the wheels. Cutting off engine and cars before a train has stopped and allowing the balance of train to follow, is prohibited.

No. 834 No one will be allowed to ride on the engine without permission from the Superintendent or Master Mechanic, excepting divisional officers, foremen of bridge and road repairers, on their own sections, or the conductor and brakemen of the train.

No. 854a All employes, including trainmen, enginemen and switchmen are prohibited from going between cars or

between any car and engine while in motion, for any purpose whatsoever.

No person will be allowed to ride upon the pilot of a locomotive, either in the discharge of duty or otherwise. No. 855

Turn-tables must be locked with a switch-lock, by enginemen and others immediately after use, except when in charge of employes. When turn-tables are found unlocked, and when tables or locks are out of order, report at once to the Superintendent by wire. No. 857

The doors of freight cars must be kept closed when not in use. Train and station employes will enforce this rule. No. 862

Whenever passengers or employes are injured, see that everything is done to care for them properly, calling the Company's nearest surgeon to treat them, or, if prudent, move to the nearest place at which the Company has a surgeon, and leave them with such surgeon for care and treatment. If the injury be serious, call the nearest competent surgeon obtainable to attend until the Company's surgeon arrives. No. 910

Whenever an accident happens to any train on which passengers are carried, whether collision or derailment, of whatever nature, on main line or siding, or within the yard limits where trains are reconstructed, conductors must take down on Form No. 1010 the name and address of every passenger on the train, and ascertain from the passenger, and note opposite his or her name, what injury, if any, they received. In such cases, conductors, after first making everything safe, must give their undivided attention to the care and comfort of their passengers, especially to those who are injured. Bedding and linen may be taken from the sleepers for this purpose, the conductor keeping a careful account of all material so taken, and its return or safe keeping attended to; and, when deemed necessary, injured persons may be put in the sleepers. When a number of persons are injured the service of competent surgeons in the vicinity should be at once secured, and every possible effort made to care for the injured, the Company's No. 911

surgeon in each direction being notified by wire to come immediately to the place of the accident.

No. 912 When persons (other than employes) by reason of climbing on or jumping from moving trains, or walking or lying on the track, are injured, they should be sent to their homes or placed in charge of the local city, village or township authorities and no expense incurred on the part of the Company in the matter.

No. 913 A report of all accidents must be telegraphed immediately to the Superintendent or his assistant by the conductor, engineman, agent, yardmaster, foreman or person in charge, by wire, using Form 1004, giving the names of the injured persons and witnesses, the extent of injuries and the names of the owners of the property damaged and the extent of damage, and as soon as possible a full and detailed report made on Form No. 148 and forwarded to the Superintendent or his assistant, a separate report being made for each person injured. If the person injured is an employe he should also make and sign a statement of facts in relation to the accident in his own handwriting on the same form; should he be unable to write, the statement should be written at his dictation, and after being read over to him, he should sign it by making his mark, the person writing and reading statement signing same as a witness.

No. 914 Whenever an employe, whether on duty or not, witnesses an accident in which a person is injured or property damaged, in which the Company is in any way concerned, he must report it immediately on Form 148. Every effort must be made to procure the name and addresses of all persons, particularly outsiders, who witnessed the accident, especially when persons are injured within the corporate limits of any city, town or village, or when crossing the tracks at a public highway.

No. 915 When an accident occurs on an engine, or is caused by an engine striking any person, or conveyance, or when cars are being coupled or uncoupled, a full report must be

made by the engineman on Form 148, as well as by the conductor or the person in charge of the train.

When persons are injured while coupling or uncoupling cars or in getting on or off cars, whether passenger or freight, or in any other way, in which the accident may have been caused by defective appliances or machinery, the cars or appliances must be immediately examined by the person in charge or by the agent, to ascertain their condition, and report made of the inspection on Form 751, giving the numbers and initials of cars examined and the names of the persons making the inspection. The Superintendent or his assistant will then notify the inspector at the first division terminal, who will also examine the machinery, cars or appliances, and make report on same form. When an accident is caused by defective machinery or by the breaking of machinery, tools, appliances or rails, the broken or defective parts must be so marked as to be readily identified and immediately turned over to the Superintendent or his assistant and by him forwarded to the General Claim Agent. No. 916

When an accident occurs which results in the death of any person, the remains of the deceased must be immediately picked up and carefully conveyed to the nearest station building, care being taken not to remove the body outside the limits of county and state in which the accident happened. The agent at such station will then notify the Superintendent by wire, as well as the family or friends of the deceased. No. 917

They must permit their hand cars to be used only in the service of the company, and no one will be allowed to ride on these cars except employees in the performance of duty, unless provided with a written order from the proper authority. When two or more hand cars are following each other they will keep at least 300 feet apart. Hand or velocipede cars, belonging to private parties, will not be allowed on the track except by order of the Superintendent. No. 1013

TO ALL
EMPLOYEES

- No. 1014 When obliged to run hand and velocipede cars after dark, two red lanterns must be so displayed on the car as to be visible to trains in both directions.
- No 1016 No wood, ties, or property of any description must be piled within six feet of the main or side track, or elsewhere, in such manner as to obstruct the view of, or from, approaching trains. Old ties, fencing and similar property, also links, pins, drawbars, spikes and all other material and iron work that is found on the section must be picked up at once, piled neatly, or disposed of as directed by the roadmaster. Rails and other material must NOT be left scattered about station grounds.
- No. 1025 ALL EMPLOYEES OF MAINTENANCE OR TRANSPORTATION DEPARTMENT WILL GIVE SPECIAL ATTENTION TO THE ABOVE ORDERS. TAKE NO RISKS. REMEMBER THAT IT IS BETTER TO BE DELAYED BY ADOPTING A SAFE COURSE THAN TO HAVE A TRAIN MEET WITH AN ACCIDENT BY NEGLECTING TO TAKE ALL THE PRECAUTIONS POSSIBLE.

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the same time, the same amount of water was added to the other half of the sample, and the mixture was stirred for 10 minutes. The mixture was then poured into a beaker and allowed to settle for 10 minutes. The supernatant liquid was then poured off and the residue was dried in a desiccator over calcium chloride for 24 hours. The residue was then weighed and the difference between the two weights was the weight of the water absorbed.

The results of the experiment are shown in Table I. It will be seen that the amount of water absorbed by the sample is very small, and that the amount of water absorbed is not affected by the amount of water added to the sample.

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